



High Performance Development Model July 2003

Ahmed, A. M., J. B. Yang, et al. (2003). "Self-assessment methodology: The route to business excellence." The Quality Management Journal **10**(1): 43.

In recent years, there has been an increasing interest in the area of organizational self-assessment and an increasing number of companies have used the European Foundation for Quality Management (EFQM) business excellence model as the template for testing different business strategies as well as for measuring performance. There is little evidence of any methodology, however, that can help organizations link the areas for improvement identified from the assessment to their business' action plans at strategic, tactical, and operational levels. This article discusses these problems and puts forward a solution by describing the use of multiple criteria decision-making (MCDM) and the evidential reasoning approach (ER) in the self-assessment process. It is argued that the intelligent decision system (IDS) being developed can be used to improve how the self-assessment process is carried out and provide accurate and fast scoring for a company.

Alexander, M. "Diagnosing poor performance, and what to do about it." Canadian HR Reporter **16**(13): 7.

Bendapudi, V., S. L. Mangum, et al. (2003). "Nonstandard employment arrangements: A proposed typology and policy planning framework." HR. Human Resource Planning **26**(1): 24.

Nonstandard employment includes "contingent employment," employment not anticipated to be of more than a year's duration, as well as the "alternative employment arrangements" of independent contracting, on-call work, temporary help agencies, and workers provided by contract firms. This article addresses the heterogeneity across nonstandard work and workers and develops a segmentation typology to highlight the different needs and expectations of nonstandard workers. The typology is used to examine the relative roles of public policy and social capital - the network of social relationships - in addressing the challenges of nonstandard employment. Public policy initiatives in the nonstandard employment arena must be tailored to employee and job characteristics. A striking aspect of today's economy is the number, scope, and growth of nonstandard work arrangements, specifically, alternative and contingent employment. Independent contractors are defined as people who work for themselves. On-call workers are workers who are mobilized and used as needed. Temporary help agency workers are employees who are paid by a temporary help agency. Contract workers are employees who are paid by one company but carry out assignments for another.

Brooks, A. C. "Challenges and Opportunities Facing Nonprofit Organizations." Public Administration Review **63**(4): 503.

Eigeles, D. (2003). "Facilitating shared vision in the organization." Journal of European Industrial Training **27**(5): 208.

The current paper presents a structured method helping organizational facilitators to work efficiently with their clients. Through this method it is possible to motivate and encourage top

executive teams efficiently to willingly generate true vision and mission and implement these in the organization for achieving both improved performance and harmony.

Evans, J. R. and E. P. Jack (2003). "Validating key results linkages in the Baldrige Performance Excellence Model." The Quality Management Journal **10**(2): 7.

The Malcolm Baldrige National Quality Award Criteria for Performance Excellence represent a framework for high-performance management systems. Although the criteria have evolved based on the collective wisdom of quality experts and management practitioners throughout the US, little empirical research has been performed to validate the criteria and its core concepts and values. One of the key linkages in the criteria is the relationship between external results and internal performance metrics, which reflect the processes and management systems that drive results in an organization. A large empirical data set is used to explore these linkages and apply canonical correlation to uncover significant relationships between employee satisfaction and process performance. These results: 1. validate some of the key linkages, 2. support long-standing beliefs and anecdotal evidence by practitioners of the relationships among endogenous and exogenous results for business performance, and 3. lend credibility to causal hypotheses that improving internal management practises lead to improvements in external results.

Fitzgerald, M. and J. Strupp "Can't we all just get along?" Editor & Publisher **136**(27): 10.

In cities as diverse as Boston, Toledo, St. Louis and Honolulu, unions representing newsrooms, business offices, mailers or pressmen say they are fed up with working a year or more without a contract. Even getting a contract does not necessarily bring an end to discontent, as Baltimore-Washington Newspaper Guild members demonstrated vividly last month. The newspaper industry is going through a divisive period of labor relations, but newspaper unions are not alone. Some 8,000 union carpenters walked off construction sites in the Pacific Northwest on June 24. Negotiations remain a test of strength - which is why union leaders are hardly ready to give up. The Teamsters are in the fight of their life right now at the Columbus Dispatch. Joseph Pass, who is representing Teamsters Local 284 drivers, said lifetime job guarantees do not happen anymore, and that unions are having to become more stiff in their positions.

Forman, M. "Project-level progress." InformationWeek: 34.

More than 750 federal government IT investments planned for fiscal year 2004 - representing about \$21 billion of the total \$59.3 billion IT-budget request - were considered "at risk" for lack of adequate project planning. Agencies are improving their project planning so some IT investments are coming off the at-risk list. However, to raise these efforts to a governmentwide level, the federal government has to grow the skilled workforce. The Bush administration has three major initiatives under way to develop a world-class federal IT workforce and manage the federal IT-investment portfolio. First, agencies have been directed to assess skill gaps and develop action plans to close those. Second, government must change the long and arduous hiring process that currently takes six months on average. Third, the Bush administration has modernized training.

Gamse, P. "Stress for success." HRMagazine **48**(7): 101.

Hambuchen, S. "First step toward customer data integration." Target Marketing **26**(7): 38.

Jaques, E. "Ethics for management." Management Communication Quarterly : McQ **17**(1): 136.

Prevette, S. S. "Systems thinking-an uncommon answer." Quality Progress **36**(7): 32.

Rhodes, C. and J. Garrick "Project-based learning and the limits of corporate knowledge." Journal of Management Education **27**(4): 447.

Saxberg, B. O. "Managing Knowledge Workers: Unleashing Innovation and Productivity." Personnel Psychology **56**(2): 539.

Sebastianelli, R. and N. Tamimi (2003). "Understanding the obstacles to TQM success." The Quality Management Journal **10**(3): 45.

Sheng, Y. P., J. M. Pearson, et al. "Organizational culture and employees' computer self-efficacy: An empirical study." Information Resources Management Journal **16**(3): 42.

IT-based business initiatives, such as ERP and BPR, require high computer self-efficacy among employees because these changes require a large-scale use of computers. Computer self-efficacy is affected by many internal and external factors, for instance, personality, organizational culture, etc. While extensive literature exists on how psychological and sociological factors affect a person's self-efficacy, almost no research has been done on how organizational culture could influence employees' computer self-efficacy. This paper examines the relationship between organizational culture and employees self-efficacy for a sample of 352 subjects. The results from multiple regression and discriminant analysis show teamwork and information flow contribute most to employees' computer self-efficacy.

Towler, A. J. "Effects of charismatic influence training on attitudes, behavior, and performance." Personnel Psychology **56**(2): 363.

Whittall, A. "Understanding workers' level of independence." Canadian HR Reporter **16**(13): 8.